LEADING DIVERSITY

in our Army of One

Same, but Different

People enter the Army with differences such as gender, religion, and cultural background. However, the Army requires its members to adopt common standards, values, and norms. This "sameness" enables the Army to effectively perform its mission. When leaders also accept, understand, and value individual differences, they create an environment where subordinates are inspired to perform to their full potential while working harder to support organizational norms.

What is Diversity?

Differences in people that can have an impact on the effectiveness of an organization.

The Diversity Process

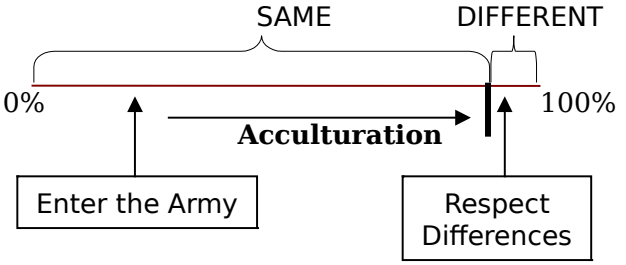
• Accept Differences: Accept the notion that individual differences matter in an organization.

• Understand Differences: Learn about individual differences and how they impact an organization.

• Value Differences: Experience the power that diversity can bring to an organization.

Accept Differences

(Adapting to Organizational Culture)



Organizational members must go through the acculturation process to adapt to the existing culture, which is normally derived from the leadership. In lieu of 100% acculturation (or assimilation), the organization respects some differences and allows employees to occasionally nurture those differences.

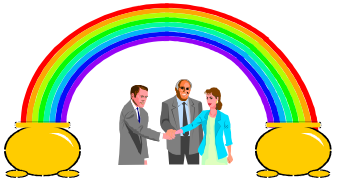
Understand Differences

Accepting the notion that differences matter leads to a desire to learn about differences. Understanding differences is a life-long process. One should take advantage of gender and ethnic observances, media, experts, and individual contact with others. The Army's Consideration of Others Program focuses on understanding differences. This is a life-long process, often based on

Value Differences

As we discover which differences matter and how differences can have a positive impact on an organization, we ultimately value differences and seek to take advantage of the power of diversity. We learn how diversity works in an organization; we pay attention to the diversity among our customers; we are comfortable discussing diversity; we seek out opinions of those who may think differently from us.

The Rainbow Rule



"Treat others as they would have you treat them."

"…the peculiar evil of silencing the expression of an opinion is, that it is robbing the human race; posterity as well as the existing generation; those who dissent from the opinion, still more than those who hold it."

John Stuart Mill

Point of Contact

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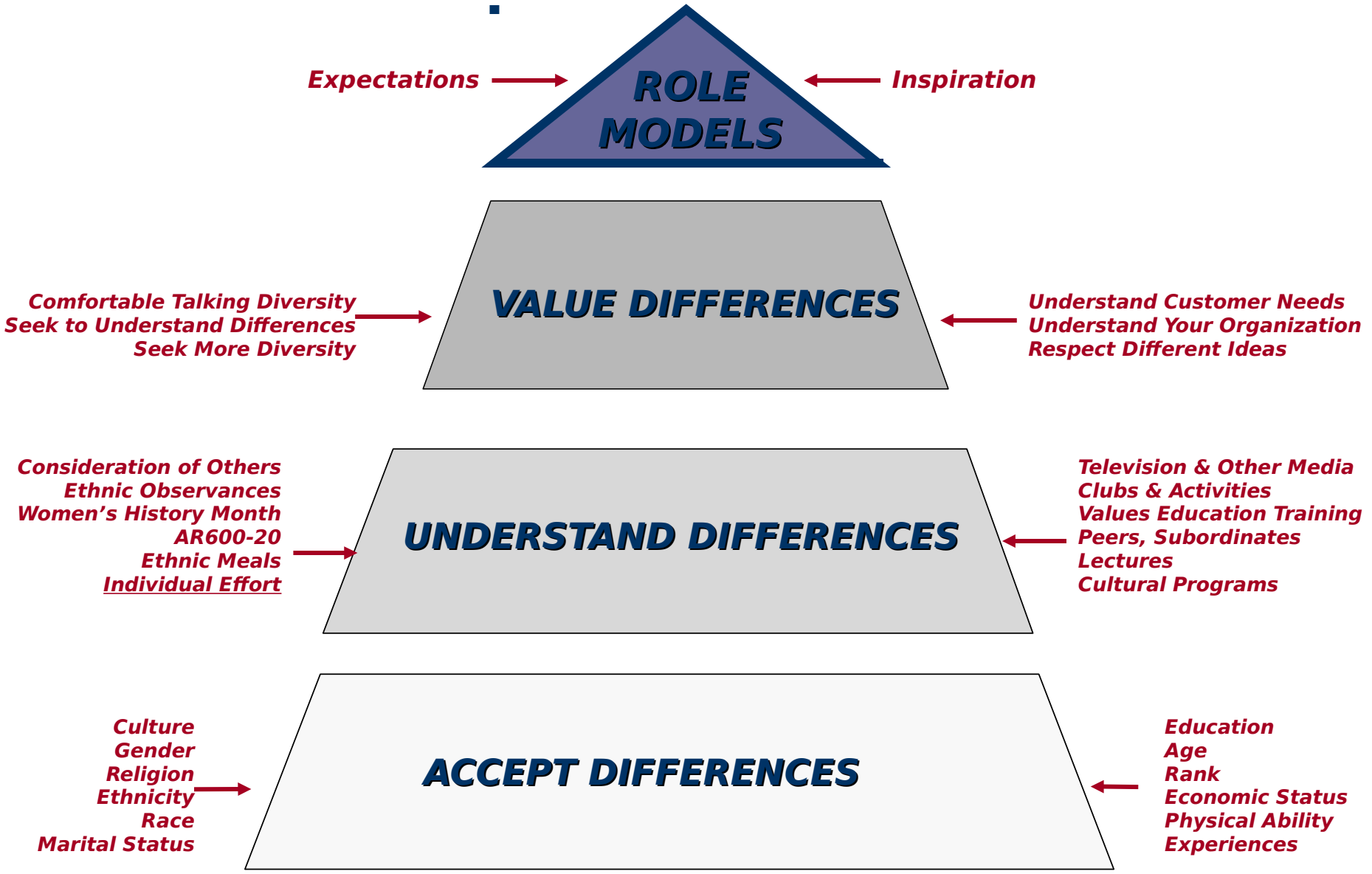
THE DIVERSITY PROCESS



Accept the notion that differences matter. Differences have many sources. Key differences are reflected in beliefs, values, customs, interpretations, perceptions, thought processes, and patterns of behavior. Understand which differences matter and when. Value differences. Diversity is powerful.